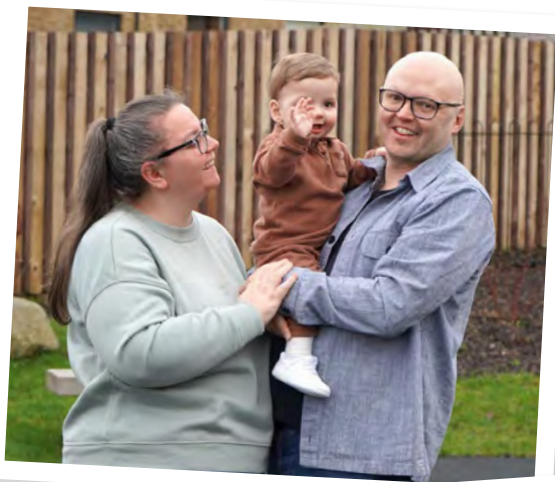




Scotland

Environmental, Social and Governance report (ESG)

2025/26



Welcome



Sharing our sustainability, ethical impact, and operational transparency with our customers and our stakeholders means they know exactly where we are on our ESG journey.

This is our fourth Environment, Social and Governance report, and I hope it shows the inroads we have made on that journey to date, as well as the paths we need to take to achieve our ultimate goals.

We know we still have some work to do but the effort and commitment we have put in this year allows us to look ahead with confidence.

Large parts of the three sections in the report show progress, some highlights of which are that we now have over 4,900 (96.9%) of our homes at EPC C or above, while we delivered 171 new homes last year with a rating of EPC of B or above.

The continual affordability of our homes was highlighted once again. Home Group Scotland’s average rent in Edinburgh, for example, was 61% less than the private rented sector in 2025/26.

The one thing that is the constant in our thinking throughout this journey is ensuring we are fully focussed on our customers. They are central to everything we do at Home Group Scotland.

Be it retrofit, net zero, placemaking or equality, diversity and inclusion, our customers’ best interests guide our approach.

For example, a key element in our latest direction is to take a customer-focused rather than carbon-focused approach. Our goal is to deliver better outcomes for customers in the form of more affordable, efficient and resilient homes, along with greener communities.

You will see throughout the report how important our customers are in our planning and delivery.



Bryony Willett,
Director of Scotland

Adopter Profile

Adopter Profile Information	Response
Name of the reporting entity	Home Group Scotland
Is the housing provider registered with the national regulator of social housing?	Yes
Which Code of Governance does the housing provider follow, if any?	Scottish Housing Regulator (SHR's) Standards of Governance and Financial Management and its Regulatory Framework
Is the housing provider a Not-for-Profit? If not, who is the largest shareholder, what is their % of economic ownership and what % of voting rights do they control?	Yes N/A



Our report structure

We have structured this report against the Sustainability Reporting Standard themes of Environmental, Social and Governance. Each of these themes include information that is aligned with the UN Sustainable Development Goals.

The UN Sustainable Development Goals (SDGs) are a set of common global goals that demand investors, government, business and society to do more to end poverty, protect the planet and ensure people enjoy peace and prosperity.

(UN, Transforming our world: the 2030 agenda for sustainable development, September 2015).

UN Sustainable Development Goals (key)



ESG area	Theme	UN Sustainable Development Goal		Page reference
Environmental	Climate	Climate action		8
	Nature	Life on land		13
	Resource management	Responsible consumption and production		14
Social	Affordability	Sustainable cities and communities		18
		Reduced inequalities		
	Building safety and quality	Sustainable cities and communities		20
	Residents and community	Sustainable cities and communities		22
Governance	Structure and board	Peace, justice and strong institutions		34
	Employees	Decent work and economic growth		38

Environment

“

Our approach to Environment over the past reporting period has been guided by new and upcoming strategies. We surveyed 860 of our homes, carried out further retrofit work and increased transparency and quality of data in our emissions and waste management reporting.

Our next five years will see significant investment into both our new and existing homes, with the needs of our customers at the centre, as we deliver a customer-focused approach.



Nicola Allon.
Director of Asset and Sustainability

Over
4,900 (96.9%)
of our homes are EPC C or above

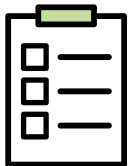
We delivered
171
new homes in 2025/26, all
with EPC rating B or above



We carried out
860
stock condition surveys in 2025/26



In 2025/26 we retrofitted a
12
home pilot to inform our
2026/27 SHNZHF grant bid



We will survey
100%
of our applicable green
infrastructure by 2030

We have sought grant funding
to retrofit a further
153
homes in Scotland



Muirsketh Road, Glasgow

Climate

This theme seeks to assess how the activities of the housing provider are impacting the climate, and how they are mitigating the risks of climate change.

The UK cannot reach net zero without decarbonising its homes. Across our homes in both Scotland and England we are one of the UK’s largest providers of affordable housing. With buildings accounting for around a quarter of the country’s greenhouse gas emissions, we recognise the part we have to play in bringing that figure down.

For us, greener homes and better homes are one and the same. A more energy-efficient home is warmer, properly ventilated, more comfortable and cheaper to run – and with many of our customers still feeling the weight of high living costs, those everyday benefits matter every bit as much as the carbon we save.

However, we do not see a choice to be made between reducing our environmental impact and looking after the people who live in our homes. The two go together.

Over the past financial year, we delivered two detailed pieces of work. Our new and improved asset management strategy, which comes into effect group-wide, sets out a national direction for how we invest in and care for our homes. Then our detailed Scotland Asset and Growth Plan brings local knowledge, accountability and customer voice to shape what happens on the ground.

In terms of environmental sustainability, two commitments in particular matter the most. First is a long-term roadmap to decarbonise our portfolio. The second is a sharper focus on resilience, understanding both the impact our homes have on the climate and the impact a changing climate will have on them. Better data underpins all of it, and improving the quality of our asset data has been a major focus in the year. We undertook an organisation-wide exercise to cleanse and merge our asset data, to create a uniform approach across all of the data fields held within the business.

Running alongside our asset strategy is our refreshed sustainability strategy. Developed throughout 2025/26, and due to be adopted during the 2026/27 financial year, it has been shaped by a steering group spanning the

organisation and is supported by dedicated workstreams, subject matter experts and our customers.

Crucially, it is customer-focused rather than carbon-focused. Our goal is to deliver better outcomes for customers in the form of more affordable, efficient and resilient homes, and greener communities. This approach is underpinned by a principle our Board feels strongly about – whatever we do on the journey to net zero, we will never leave a customer worse off.

Specifically, the strategy spans seven themes covering our homes, communities and operations: housing decarbonisation and affordable warmth, sustainable development, water and waste, biodiversity and green space, offices and operations, travel, and supply chains.

Two cross-cutting enablers run through all of them – better data, and the people who make change happen: customers and colleagues. A phased roadmap will see the foundations and initial grant bids in place for significant delivery in 2026/27, then continuing that work into the years ahead, as we work towards the proposed heating demand targets and ultimately becoming net zero by 2045. Together, these strategies give us our framework for the years ahead.

Our net zero commitment

We are working towards becoming a net zero carbon housing provider by 2045, through both our newbuild programme and retrofit work across our housing stock. This roadmap is underpinned by our revised asset and sustainability strategies and follows our customer-focussed approach.

Across our newbuild homes, we delivered 171 new homes in 2025/26, all with an EPC rating of B or above. These are homes we have built with resilience in mind, ensuring our customers benefit both now and into the future. Some utilise renewable technologies such as solar PV, air source heat pumps, exhaust air heat recovery, mechanical ventilation and optimise building fabric and airtightness performance.

We are increasingly using EPC A as our benchmark for land-led developments and in 2025/26 increased the number of EPC A home to 10 compared to no newbuild EPC A homes in the previous year. Through

our development investment panel, we actively seek out potential opportunities to deliver EPC A rated homes on every development scheme we consider.

Alongside the work we put into our new homes, we also need to focus on improving the energy efficiency of our existing housing stock if we are to meet our net zero targets.

In order to help reduce our carbon emissions and reduce customers’ energy bills, our asset and financial plans are built around ensuring all our homes in Scotland meet proposed heating demand targets.

This is the focus of our retrofit plans, and we have taken further steps in 2025/26 towards these goals. To deliver on our ambitions depends on knowing our homes in detail.

The foundation for our work strengthening that data has been our programme of home condition surveys, which tell us the real state of each home. Throughout

the 2025/26 reporting period, we carried out 860 surveys (2024/25: 963). The surveys are carried out by a mix of qualified Home Group Scotland colleagues and external contractors. Our plan is to resurvey properties on a five-year basis to ensure our stock data remains robust, with currently 92% of our homes meeting this target.

During 2025/26, we also looked at what information we were capturing in the surveys and have sharpened both our quality assurance and what our surveyors collect. We have been able to add additional fields to capture more information about the state of our homes, which will allow us to properly understand how a home is performing and plan the work it needs.

EPC analysis – Group	New build 2025/26		Built pre 1 April 2025	
Scoring breakdown	Stock	%	Stock	%
EPC rating A = 92-100 Standard Assessment Procedure (SAP) points (most efficient)	10	6%	30	1%
EPC rating B = 81-91 SAP points	161	94%	1,817	37%
EPC rating C = 69-80 SAP points	0	0%	2,914	59%
EPC rating D = 55-68 SAP points	0	0%	134	3%
EPC rating E = 39-54 SAP points	0	0%	12	0%
EPC rating F = 21-38 SAP points	0	0%	4	0%
EPC rating G = 1-20 SAP points (least efficient)	0	0%	1	0%
No EPC data	0	0%	8	0%
Total	171		4,920	

Our average SAP rating is 78.2 for our existing homes (2024/25: 77.1) and 87.6 for our affordable new build homes (2024/25: 84.6).

Case study: Retrofit
Kelloholm

In February 2026, we carried out a small, innovative retrofit project in Kelloholm in Dumfries and Galloway, funded through our own direct investment.

This retrofit work will help us bring down customers’ energy costs across the three blocks and also builds on learning taken from a similar retrofit programme we carried out last year in Dundee.

The retrofit scheme saw us carry out improvement to 12 homes initially, adding a range of energy efficiency measures. These included replacing the existing insulation in the exterior walls and the installation of solar PV panels.

Our Kelloholm work has since been used to inform a 2026/27 funding bid to the Scottish government’s Social Housing Net Zero Heat Fund (SHNZHF) in which we have sought £3.9m of grant to support the retrofit of 153 homes. We expect to hear the outcome of the bid later this year.



Kelloholm, Dumfries and Galloway

Greenhouse gas emmissions

We measure and report our greenhouse gas emissions at Group level. We have seen our total emissions increase this year partly as a result of expanding our direct labour organisation (DLO) across England. In Scotland, we do not currently operate a DLO.

The increase reflects a more complete picture of our footprint, with two major drivers. Firstly, we have brought more repairs and maintenance work in-house through the growth of our direct labour organisation, which moves emissions that previous sat with our contractors into our own footprint.

Secondly, we are now capturing data we could not see before, including the energy used by our IT servers. Better data is the foundation for cutting emissions, because it lets us target reductions where they will count most.

In addition, we qualify for Streamlined Energy and Carbon Reporting (SECR). Our SECR intensity ratio for Scope 1 and 2 emissions is 0.00127 tCO₂e/m².

- **Scope 1:** Emissions from sources we own or control, such as our gas use and vehicle fleet
- **Scope 2:** The electricity we buy
- **Scope 3:** Indirect emissions across our wider activities

Our total emissions for 2025/26 were 3,946.8 tCO₂e, up from 3,779.5 tCO₂e the year before, which equates to 0.081 tCO₂e per home.

Measure	Scope	Tonnes CO ² e
Emissions from combustion of gas - offices	1	43.54
Emissions from combustion of fuel (DLO)	1	1,677.09
Emissions from pool van	1	3.05
Emissions from refrigerated leaks (F-gas)	1	0.00
Total Scope 1		1,723.68
Emissions from electricity - offices	2	266.34
Total Scope 2		266.34
Emissions associated with electricity transmission and distribution - offices	3	27.88
Emissions from water usage	3	1.51
Emissions from mileage claims	3	888.45
Emissions from server consumption	3	8.99
Emissions from air travel	3	22.82
Emissions from rail travel	3	54.59
Emissions from hotel stays	3	49.96
Emissions from home working	3	902.55
Total Scope 3		1,956.75
Total tonnes CO ² e		3,946.77

Climate risks

As well as reducing our impact on the climate, we need to prepare our homes for the effects of a changing one – from overheating to flooding and more intense rainfall.

Over the past year, we have assessed the risk of overheating across our homes. This involved drawing on our asset data around energy performance, ventilation, thermal characteristics and location, and viewing it alongside UK and European climate projections to gauge which homes are most exposed. This assessment is reported through our annual SHIFT review and audited under our ISO 14001 certification.

While water stress risk mapping has not yet been conducted, we are aligning our new build standards for sustainable water consumption in their design and features. We are also using our maintenance of cyclical replacement components to decrease household water demand and increase water resilience across our asset portfolio.

We manage flood risk using Environment Agency data, our own maintenance records and established response procedures to support customers when flooding occurs.

New build sites across Scotland all now incorporate attenuation and sustainable drainage solutions be it underground in crates or in open suds pods.

Considering the new flooding guidelines has led to a complete redesign of the latest phase of our East Balornock regeneration to recognise the increased potential flooding risk highlighted through new Scottish Environment Protection Agency (SEPA) guidelines. We also take seriously the importance of incorporating suitable, sufficient and sustainable garden drainage which is increasingly important with the heavy down pours being experienced and the resulting issues for customers.

This year has seen the completion of the first homes impacted by the New Build Heat Standard which mandated the installation of climate friendly heating systems. We have completed our Royal Hospital Development with the use of exhaust air heat recovery this not only provides a low carbon heating solution it also helps manage over heating by extracting warm air from the kitchens and bathrooms. We have also incorporated solar panels to supported customers with the cost of running this all-electric heating system.



Nature

This theme seeks to assess how the activities of the housing provider are protecting and enhancing the natural environment.

Our homes sit within communities, and the green spaces we own and manage play a role in their character and wellbeing.

During 2025/26, we committed dedicated budget to biodiversity habitat surveys to help us understand what habitats, species and natural features our green infrastructure supports.

This baseline data matters because it is the foundation for improvement. Our forthcoming sustainability strategy makes open spaces and biodiversity one of its seven themes, with a commitment to survey 100% of our applicable green infrastructure by 2030.

We are committed to evolving how we manage those spaces. Practical measures include wildflower planting, naturalised areas, tree planting and sustainable drainage features, with green infrastructure built into estate design to support biodiversity net gains, natural shade and flood resilience.

For example, new homes delivered on our Mill O Mains development in Dundee include the addition of bat boxes and swift boxes along with the creation of hedgehog routes throughout the development. We are delighted to see the swift boxes are already in use.

The goal by 2030 is measurable biodiversity uplift across our communities and greener, more resilient neighbourhoods.

Pollutants

We manage pollutants and environmental risks across our offices, commercial premises and residential assets through our ISO 14001-certified Environmental Management System (EMS).

Pollutant control is within the scope of our Environmental Policy, with our EMS providing the governance framework we use to identify, manage and reduce these risks.



Resource Management

This theme seeks to assess how the housing provider is responsibly sourcing and managing natural resources across its activities.

Our approach to resource management is also underpinned by our ISO 14001-accredited Environmental Management System (EMS). We have held this ISO certification for 6 years, with no major or minor non-conformances recorded throughout – a track record that places us among the best performers in the sector.

The EMS is independently audited every year, covering our management of waste, water, energy and pollutants across our offices, commercial premises and residential assets.

The sustainability of the materials used in the homes we build and maintain continues to be a key consideration for us. As such, we routinely challenge our supply chain to ensure the materials they use, and their environmental commitments align with our own direction.

Sustainable procurement principles are embedded within our tendering processes and contractual obligations with partners. We expect our suppliers and contractors to share our environmental values and demonstrate their commitment through their operations.

We recognise that environmental impacts vary by category, so we take a proportionate approach that aligns sustainability requirements to the level of risk and opportunity in each case.

For categories with significant environmental impact, sustainability is then built into the qualitative tender evaluation through questions on how bidders will reduce the contract’s environmental impact. The weighting of these questions reflects the environmental risk and opportunity within the category, but in every case sustainability influences the final outcome.

We are constantly seeking opportunities to improve the sustainability of our operations. In 2026, we implemented the use of digital contract signing software across the

business. The environmental benefit of this change is estimated to be at least 1.1 tonnes of carbon saved annually, as well as water and wood savings.

Our sustainable supply chain strategy describes our plans up to 2030, which include assessing and actively managing sustainability risks across key contracts, establishing a framework for measuring and reporting the sustainability of our supply chain and embedding whole-life costing methodologies in key areas of spend.

During the tendering for materials, we assess the environmental policies of applicant organisations and evaluate their sustainability experience and proposed delivery methods for contracts. Suppliers are required to explain their practices for recycling, waste reduction, packaging minimisation, and carbon emissions reduction in transportation.

We intend to measure our performance in the use of responsibly sourced materials through the implementation of a consistent framework within our supply chain. This will continue to give us better visibility of carbon, materials, waste and resource impacts within our supply chain, and allow us to work with suppliers to reduce emissions, waste and resource use.

Water consumption

Reducing water consumption is a focus across our homes, offices and supply chain. Our developments comply with relevant sections of the Scottish Technical Handbook for Domestic Construction. Section 3 Environment requires water-efficient fittings on WCs, wash hand basins and showers, while Section 7 Sustainability targets are met through Bronze Level as baseline, with Silver Aspect Level 1 and 2 as minimum for grant requirements. All properties are built with independent water supplies, which enables customers to manage their water usage and costs effectively. We are investigating the possibility of offering customers water-efficient dishwashers and washing machines where we provide appliances, exploring models that adjust water levels based on load size and use innovative filtering systems to reuse water during cycles.

During planned kitchen and bathroom replacements, we fit low-flow taps, showers and dual-flush toilet, with water efficiency also considered when acquiring new homes for our portfolio.

In our offices, we monitor consumption through building management systems and sub-metering to identify where usage exceeds target levels and invest in water-reducing products as part of our operational standards.

Performance is tracked through our sustainability team, with data independently audited by our ISO 14001 and SHIFT assessors and benchmarked against sector peers.

Waste

Across both Scotland and the wider Group, we divert the overwhelming majority of our waste from landfill. Across our residential and office operations, 99% of waste is recycled, reused or diverted. Through our direct labour organisation, the equivalent figure is 98%.

Our Newcastle headquarters at One Strawberry Lane demonstrated what is achievable: 82% of waste generated there was recycled last year, with the remaining 18% incinerated to support heat generation. Nothing went to landfill.

All waste streams are monitored through dedicated online portals, which gives us real-time visibility of performance across our operations. Waste management is independently reviewed as part of our ISO 14001 audit and our annual submission to the SHIFT sustainability standard.

On our development sites, formal site waste management plans are in place for all construction activity, and our contractors are required to participate in the Considerate Constructors Scheme, which sets clear standards for environmental responsibility during building work, including waste management.

Waste Stream	Volume of waste (tonnes)
Recycled	40.94 (39.6%)
Materials Recovery Facility (MRF)	37.86 (36.6%)
Refuse Derived Fuel (RDF)	8.36 (8.1%)
Incineration	8.46 (8.2%)
Anaerobic Digestion	6.73 (6.5%)
Energy from Waste	1.03 (1.0%)



Social

“

Everything we do at Home Group Scotland is with our customers in the forefront of our mind. As a housing association, we are judged on our ability to provide safe, affordable homes to our customers and a quality of service.

But we know in order to help our customers thrive and live healthy, independent lives, there is a lot more support we can offer. From providing learning opportunities and apprenticeship routes to financial support, our teams engage regularly with customers to understand what will help them in their specific circumstances.

We allow our customers to see the work we do transparently and hold us firmly to account, while also looking for ways for us and our supply chain to invest directly into our communities, both directly and through bringing our unique knowledge and experience to local partnerships.



Bryony Willett,
Director of Scotland

99.5%
of our eligible properties meet
Scottish Housing Quality
Standard (SHQS)

Overall satisfaction
among customers is at
77%



We secured almost
£1m
in additional income for our
customers in 2025/26 through
our financial inclusion service

4,418 (86%)
of our properties are social rent
homes

Home Group's
average rent in
Edinburgh is
61%
less than the private
rented sector



Our average time to
'make safe' emergency
repairs is
0.3 days



Affordability

This theme seeks to assess how the activities of the housing provider are supporting keeping costs at their lowest for customers.

When we provide tenancies to our customers, we also want to ensure they are in the best possible position to sustain those tenancies. Managing the affordability of our homes, and providing essential support to help with wider challenges like high energy costs is a key part of our role as a responsible housing provider.

We approach this in two key ways; improving the energy efficiency of our homes through our retrofit work, and by supporting our customers directly.

Our financial inclusion team is one of the most effective ways we do this. Customers who are struggling financially are referred to this team, who then help find bespoke solutions for that customer's financial situation. Sometimes this can be through advice or helping to apply for benefits they are entitled to but not receiving, while other times it can be wider solutions within the organisation such as working with utility providers to apply eligible discounts, securing fuel vouchers or other grant funding.

In 2025/26, our financial inclusion team in Scotland received 495 referrals. This included supporting to reduce rent arrears for some customers. As part of this work, our team completed 242 benefits checks to ensure customers are receiving the money they are entitled to. Through this work, we were able to secure an additional £925,650 in income for 163 customers, an average household income amount of £5,680 a year.

A further £154,350 in income was also secured for customers through additional support, grant funding or lump sum payments; an average of £749 in lump sums for the 206 customers we were able to support this way.

Affordable housing

Home Group Scotland continues to provide affordable housing to our customers, measuring our rent levels against key industry benchmarks. We continue to be partners in choice-based lettings schemes in Edinburgh and Dumfries & Galloway.

90.5%
of Home Group Scotland homes have rents that are lower than or equal to Local Housing Allowance (LHA).

98.5%
of Home Group Scotland homes have rents that are lower than or equal to private rental sector (PRS) rents.

On average, Home Group Scotland rents are 67.7% (2024/25: 66.7%) of LHA, and 51.3% (2024/25: 52.3%) of PRS rents.

This amount is based on the area in which claimants live and the size of dwelling appropriate for their household.



Winchburgh cottage flats, West Lothian

The table below shows analysis of the five local authority areas where we have the most homes:

Local authority	Average weekly Home Group rent (£)	Average weekly LHA (£)	Home Group rent discount (%)	Average weekly PRS (£)	Home Group rent discount (%)
Dundee and Angus	107	138	22%	182	41%
Greater Glasgow	120	211	43%	273	56%
Edinburgh	121	234	48%	313	61%
Dumfries and Galloway	110	107	-3%	144	24%
Fife	116	153	24%	195	41%

The table below shows the tenure of homes we owned and managed on 1 April 2025, and the tenure of new homes completed and disposals in 2025/26.

	At 1 April 2025	New homes completed 2025/26	Other additions 2025/26	Homes disposed of 2025/26
General needs (social rent)	4,300	158	-	40
Mid market rent rent	659	13	1	0
Low cost home ownership	21	-	-	-

Building safety and quality

This theme seeks to assess how the housing provider ensures it keeps its homes safe for customers, and how it mitigates and responds to emergency hazards.

99.5%
of our eligible properties in Scotland meet Scottish Housing Quality Standard (SHQS).
(2024/25: 99.8%)

Performance against the Scotland Housing Quality Standard was measured on 31 March 2026. We had 20 homes which did not meet SHQS. 12 of these have already been addressed and now meet the standard. The remaining 8 have a live job against them to complete work.

99.9%
of our homes have an up-to-date gas inspection and safety certificate.
(2024/25: 100%)

All outstanding inspections and certificates have been completed post year end.

99.7%
of our homes have had electrical safety tests carried out.
(2024/25: 100%)

All outstanding electrical checks in our own Home Group Scotland properties have now been completed. Any remaining outstanding electrical safety checks are in properties managed by external organisations, and we are working to have these completed as soon as possible.

100%
of our homes which require fire risk assessments have had these carried out.
(2024/25: 100%)

100%
of our eligible homes have had asbestos management surveys or re-inspections carried out.
(2024/25: 100%)

100%
of our homes which require a legionella check have had them successfully carried out.
(2024/25: 100%)

100%
of our eligible homes have had communal passenger lift safety checks carried out.
(2024/25: 100%)



Emergency hazards

We manage and mitigate the risks of damp and mould and other emergency hazards through a structured, risk-based approach.

This means we treat damp and mould as a potential health and safety hazard, rather than solely a repairs issue, particularly where customers may be vulnerable. All reported cases are subject to a formal risk assessment to determine severity and urgency, enabling rapid triage, early action to make homes safe, and timely inspection and remedial works to address the root cause.

Our approach operates within the defined timescales in line with Awaab's Law, which comes into force in Scotland in October 2026, and is supported by clear case management, escalation and oversight processes to ensure risks are controlled and resolved effectively. We focus on customer engagement and communication throughout and use insight from individual cases to continuously improve our response and reduce recurrence.

We reduce the likelihood of damp and mould by focusing on early intervention and prevention, underpinned by a zero tolerance approach. We proactively identify and address root causes such as poor ventilation, insulation

issues, water ingress and wider property defects through a combination of timely responsive repairs, inspections and planned maintenance activity.

Repairs are delivered to a high standard first time to prevent repeat issues and ongoing risk. This is supported by clear service standards and a consistent approach to diagnosis and treatment, ensuring that underlying issues are resolved effectively rather than repeatedly managed.

Alongside this, we work in partnership with customers, providing practical advice and support on managing ventilation and condensation, helping to prevent minor issues from escalating while reinforcing shared responsibility for maintaining a safe and healthy home.

Our average time to 'make safe' emergency repairs is **0.3 days**.

Residents and community

This theme seeks to assess how the activities of the housing provider allow customers to hold the organisation to account, and what support is provided to assist customers and local communities.

Performance in Scotland is externally measured through a requirement from the Scottish Housing Regulator to complete a tenant satisfaction survey at least every three years. The findings are shared with the regulator and published on their website.

We completed our latest full survey in 2023 and are due to complete our next iteration later this year.

To carry out the previous survey, we spoke to 902 Home Group Scotland customers, providing a reflective representation of our Scottish customer base.

In our 2023 survey, the percentage of customers satisfied with Home Group Scotland's overall service was 77%. We continued to perform well in a number of the criteria, with 88% agreeing we provided a safe place to live, and satisfaction with the quality of our homes at 86%.

We also saw satisfaction with opportunities provided to share feedback rise to 92%, and whether we were good at keeping customers informed rising to 94%.

Since the survey was completed, we have continued to meet with customers regularly and receive further insight at what we are getting right, and where we could improve further.

We also use learning from our Tenant Satisfaction Measure (TSM) results in England where there is a resonance with the experience of our customers in Scotland to inform improvements we make to our services.

Although not regulatorily required to do so, we have carried out TSM-inspired surveying of our Scottish customers for the past year to give us a clearer, more consistent picture of where we are performing and where there remains room to improve.

Building on the knowledge we have from carrying out the TSMs in England, we measure our performance

against a number of criteria including repairs and safety, how informed our customers feel and on performance handling issues like anti-social behaviour.

We have consistently scored highly on customers telling us they feel safe in their homes (86.9% positive) and feel they are treated fairly (80.6% positive).

Having now completed a full year of data gathering, we are beginning to be able to identify trends and areas for improvement. These insights will help inform our focus in the upcoming year and ensure we are delivering the quality of service our customers expect.

We have also ensured we have surveyed across each local authority area we operate in and can segment the data down by these regions, allowing our actions to be targeted, locally informed and directly addressing the needs of our customers in that area.

77%

of Home Group Scotland customers felt satisfied with the service provided.

94%

of Home Group Scotland customers felt they were kept informed by the organisation.

92%

of Home Group Scotland customers felt they had opportunities to provide feedback.

88%

of Home Group Scotland customers felt they had a safe space to live



Case study: Customer promise assessments

Alongside regular surveying of our customers, we also invite customers to come out to visit our estates and homes in person through our customer promise assessments.

These are opportunities for our customers to see first-hand where we are getting it right in their communities, and where we can still improve. We've found allowing customers to speak not only with ourselves, but with other Home Group Scotland customers directly too, provides very valuable and honest feedback.

In February, our customer Moira was visited in Gilmerton in Edinburgh during one of these customer promise assessments.

Visits like these provide an opportunity for our customers like Moira to share how they've felt and ask for change.

"My housing manager is lovely. Everyone at Home Group Scotland helped me when I needed it, so I'm really happy with them. I've been a tenant with them for 20 years and never had any issues when I've needed extra support.

"Anti-social behaviour has got a lot better with the CCTV Home Group added. I see the housing manager here and see them dealing with anti-social behaviour and fly tipping."

"I appreciate the estate walkabouts. We get invited every time, I get the letter, and I join if I have something to say."

Having these opportunities for honest feedback helps to give us a steer on not only where there are opportunities to improve, but crucially what matters most to our customers in their local community.



Customer influence

Giving our customers a strong voice and the ability to hold us to account is central to how we work at Home Group Scotland. We know our homes, communities and services work best when they are shaped by the people who use them every day. Over this past year, we have built on our long-established customer involvement programme by introducing a clearer, more connected approach to customer influence across the organisation.

Our Customer Influence Strategy has been co-created with customers and sets out how we will listen, involve, inform, and act on what customers tell us. Created to inform our entire business, Scottish customers and voices have been heard throughout its creation.

It is built around three simple principles: being inclusive, meaningful, and trusted. This means making it easier for more customers to get involved; making sure their time and experience lead to visible change; and showing clearly how their voice has shaped decisions and outcomes.

In January 2026, our new customer committee began operating. It provides a Group-wide, customer-led platform to challenge and shape decisions about services, policy and performance. Our committee has nine members, who come from various parts of Scotland and England and represent a range of tenure types. A Home Group Scotland customer participated on the committee from September 2026, having previously attended a committee meeting as an observer. The collective group bring a varied employment, education and lived experience. The majority of our committee members had not previously been involved with Home Group, demonstrating how our new approach has created fresh routes for customers to influence our work.

Our committee has already met three times, with the committee’s work having included reviewing national performance across our directorates. Committee members have also helped shape our approach to colleague values.

Our new Regional Oversight Groups are customer-led groups will connect local experience with national oversight. Each group will be chaired by a customer who also sits on the national Customer Committee, creating a clear route for regional insight, challenge and recommendations to inform wider governance and decision-making.

This is a significant step forward for our organisation. Customer influence at Home Group Scotland is not about one-off engagement or asking for views in isolation.

It is about creating a stronger golden thread from what customers tell us in their homes, neighbourhoods and communities through to Scotland-wide, customer-led governance and Board-level decision making. The Regional Oversight Groups will consider customer feedback alongside complaints, satisfaction, performance and service data, helping us understand and respond to the priorities of different communities. Recommendations will have clear ownership and intended customer outcomes, enabling progress and impact to be tracked.

Our customers are also influencing senior appointments, with three customer committee members joining three experienced involved customers on the customer panel for the recruitment of our new Group Chief Executive, Helen Meehan. This built on the work our customers already do influencing recruitment, procurement, scrutiny, complaints learning, building safety, repairs, community activity, and Board discussions.

To support this, we are strengthening how customer feedback, insight and scrutiny are considered, acted on, and escalated through our Assure, Advise and Alert model.

We are also investing in better data, insight, and technology so customer influence reflects both actively involved customers and our wider customer base. This includes analysis of more than 45,000 pieces of free text customer feedback over a two-and-a-half-year period to better understand sentiment, trends and the issues that matter most to our customers.

Over the next year, we will continue embedding our customer voice and influence into our work. We will strengthen how we capture and act on learning from complaints, compliance deep dives, and frontline colleague insight, supported by the new ACT: Assess, Change, Track system, which has been implemented and is now being embedded into our processes.

Customers have told us that the quality of communication is one of the strongest drivers of trust. To meet this expectation, we are placing greater emphasis on closing the feedback loop through clearer ‘you said, we did’ updates, more local storytelling and more transparent reporting of customer influence and outcomes.

We are also working with the Tenant Participation Advisory Service (TPAS) towards accreditation against their National Tenant Engagement Standards, helping us evaluate our approach against sector best practice and ensure our customer influence work goes beyond the basic requirements of regulation.

Our aim is simple: to make customer influence at Home Group Scotland more inclusive, more visible, and more impactful. This is how we will continue to build trust, improve services, and deliver on our customer promise.

Complaints

In Scotland we have a two-stage complaints process prior to the customer escalating their complaint to the Scottish Public Services Ombudsman (SPSO). We have a dedicated complaints team that deals with SPSO complaints. We will always try to resolve issues for customers as early in the complaints process as possible.

In the past 12 months there have been 6 cases reviewed by the SPSO, none of which were upheld.

We encourage the recording of all complaints from customers. We have a team of colleagues who review complaints received to understand the nature of the complaints, to ensure that the issues raised are responded to by the correct people and that a full response is given timely to resolve to the satisfaction of the customer.

This review, where relevant will also include our contractor, collaborating through regular meetings with them.

On a quarterly basis, a complaints report is provided to our Home Group Scotland Board and this will include details of lessons learned and how to prevent future complaints.

Complaints resolved	436
Complaints overall responded to in timescale	86%
Complaints acknowledged in timescale	95%
Complaints responded to in timescale	91%
Average days to respond:	
Stage 1	3 days
Stage 2	16 days





Case study: Financial inclusion Home Group Scotland customer Stuart

Stuart is a Home Group Scotland customer living in Dumfries who was referred to our financial inclusion team by his housing manager after he was struggling with his rent arrears.

Our team was able to assist him to apply for Universal Credit (UC) to assist with his housing costs, as well as an adult disability payment due to his mental health, and a higher rate daily living and mobility allowance for his UC application.

We were also able to support Stuart to apply for council tax relief he was eligible for, as well as finding him support with vouchers from local food banks and our own charitable funds, and a grant from the Building Workers charity (BCE) which helped significantly towards his rent arrears.

Stuart's rent is now paid in full and he described the team as having "turned his life around" - he regularly engages with his housing manager and support services, and even shared his story and the impact the support has had with our Home Group Scotland Board in March 2026.

Financial inclusion

Being an effective social landlord is about more than just providing a home for our customers. We also have a duty to support them to live safe, independent lives, sustain their tenancies and manage their health and wellbeing.

Our financial inclusion team works with customers to better manage their financial health and maximise their income. This can be through advice and support budgeting and managing their finances, through to helping customers apply for benefits or support they are entitled to but not receiving.

In 2025/26, we were able to secure an additional £925,650 in income for 163 Home Group Scotland customers, working out to an average household income amount of £5,680 a year.

Each conversation with one of our financial inclusion colleagues is tailored to that customer's specific circumstances and needs. We have invested in our team to provide more of this support regionally, with customers connecting to a colleague in their part of the country, helping to ensure our advice reflects local differences.

Home Achievement Programme (HAP)

We also provide our customers with a range of learning and support through our Home Achievement Programme (HAP). With a wide range of HAP modules available to our customers, we are able to provide a mix of essential life skills and useful learning to help them live healthier, more independent lives and better sustain their tenancies.

For others, there are modules around managing addiction and recovery, building their confidence and critical thinking skills, and early steps to help them towards pursuing career opportunities.

These modules can be done individually or with the support of colleagues, and are designed so that customers can pick which topics may best benefit their specific needs.



Placemaking

In Dundee, we have been breathing new life into one of our estates through an extensive but much-needed regeneration programme.

Sitting in the North East of the city, the estate has long had a strong sense of community but increasingly lacked the right mix of housing types for the people living there.

A big part of our regeneration vision was not only about providing new housing and opportunity at Mill O’ Mains, but also ensuring that this community wasn’t lost as customers moved into their new homes.

In 2025/26, we completed our fourth phase of our regeneration work on the estate, delivering 48 new, energy-efficient affordable homes, and we are beginning to see the tangible benefits felt by our customers and local community to the changes.



Mill O’ Mains development, Dundee

 Case study: Regeneration
Mill O’ Mains

Anne has lived on the Mill O’ Mains estate since 1971, when the scheme first opened. She has seen the community grow up around the estate and raised her family in the area.

When Anne moved into her current home as part of Home Group Scotland’s regeneration work at Mill O’ Mains, it came at the perfect time for her.

“I was due to retire and living in a three-bedroom flat. When I got the offer of a house in the regeneration, I was over the moon. I love my garden and sitting out in the sun. It couldn’t have come at a better time.

“With the house, you get to see the neighbours more. You can speak to people more, and the neighbours are all friendly. I love it, it was the best thing that happened.”

Living on the estate, Anne watched as her house was being built, seeing a little bit more added each time she walked past.

For Anne, her new home couldn’t be better placed. With family right around the corner, and a sense of community among neighbours, the regeneration of Mill O’ Mains estate has created a welcoming feel to the area.

“You’ll be sitting in the garden, and the neighbours will come past and speak. Actually, when we moved, my next door neighbour in the flats took the house next to me. We’d been neighbours for 30 years in the flats.

“People here watch out for one another. You can see the kids playing outside, going about on their bikes. You never had anything like that in the flats.”



Mill O’ Mains development, Dundee



Case study: New build Rikki Hartley

One of the biggest challenges facing people from popular towns and cities in the UK is the risk of being priced out of renting or owning your own home.

Home Group's aim is to deliver the right homes in the right places...and for the right people. And that includes trying to ensure local people are able to remain in their community.

In Edinburgh this year, we delivered a new build development in the heart of the city which helped people from the area remain in the area.

The new homes, in the affluent and popular Sciennes district of Edinburgh, are on the site of the Royal Hospital for Children and are a mix of social and mid-market rent.

Rikki Hartley moved into his apartment at the end of last year, along with his adult daughter, Brodie.

Rikki, who had been homeless for the previous three years, living on friends couches, feels at home in his new home.

"I was finding it hard to get anywhere to live, despite every effort. In the summer of last year I saw Home Group were building this place. I applied and moved here in November."

"Brodie is really happy here, she loves it. And I love it. It's great having somewhere to call home, especially in such a nice part of Edinburgh.

"It's a bit strange as I used to come here with the kids when it was a hospital.

"There's plenty of space, it's warm and energy efficient, and we love the communal garden.

"We really appreciate being in the heart of Edinburgh."



Social value and procurement

When procuring goods and services, we are also looking at how to create good, meaningful social value. It provides the opportunity for Home Group Scotland and our supply chain to directly benefit our communities through the work we do.

Each procurement exercise we undertake is done so with a view of how our supply chain can support and enhance those communities. In line with the Procurement Reform (Scotland) Act (2014), social value considerations are embedded within our contracting approach and form a key component of our decision-making process.

Our suppliers are required to articulate how they will contribute to social outcomes in our tender process. We then evaluate those commitments within the qualitative assessment of bids and consider both financial contributions (such as direct funding or donations) and non-financial initiatives including employment opportunities, training, apprenticeships, volunteering and in-kind support.

Once a contract is awarded, we then work with our local teams to ensure the commitments made in the contract align with the needs of our customers and the local community. This ensures the delivery is targeted, meaningful and addresses what is needed locally.

Over the past year, we have been working on a range of community regeneration and improvement projects with our supply chain. We intend to further boost this community-led social value work in the coming year through the launching of a software platform that will allow communities to more easily describe the help they are looking for and help our supply chain to identify opportunities where they can best use their resources. The platform will also improve our ability to monitor and report social value delivery through our contracts.

While not all of our contractors quantify social value the same way, we have been able to see some significant value-add back into our local communities.



Sylvan Place, Edinburgh

Governance

“

We continue to pair strong governance with a strong workplace culture aimed towards recognition, wellbeing and investing in our people and skills.

Our organisation has continued to score highly in the Great Place to Work surveys, with the direct and honest colleague feedback we receive used to steer positive change. We've also seen consistently high engagement with our wellbeing support offers, helping colleagues to remain healthy and happy at work.

We've also invested in professional development for our leadership team, alongside our year-on-year work for colleague development through training, apprenticeships and our Grow Our Own programme.



Vicki Carruthers,
Director of People

55%
of our non-executive board members are women, while 9% are BAME

We have been among the **top 20** best places to work in the UK for the past six years



Home Group established a national Customer Committee, featuring Home Group Scotland customers, in **2025/26**



Last year we were the **8th** best place to work in the UK for women



Structure and board

This theme seeks to assess the strength of the provider’s governance and regulatory performance, and the effectiveness of its board and governance structure.

Home Group Scotland (HGS) is a registered society, registered with the Financial Conduct Authority under the Cooperative and Community Benefit Societies Act 2014 (registered number 1935R(S)). It is a charity registered with the Office of the Scottish Charity Regulator (Scottish Charity No. SC005247), and is a not-for-profit Registered Social Landlord registered with the Scottish Housing Regulator (SHR).

HGS complies with the SHR’s Standards of Governance and Financial Management and its Regulatory Framework. We provide an Annual Assurance Statement to the SHR confirming our compliance with the regulatory requirements set out in the SHR framework. In the past year, Home Group Scotland has not been the subject of any adverse regulatory findings that have resulted in enforcement or other similar action.

The Home Group Scotland Board is committed to adhering to high standards of corporate governance and on an annual basis creates a Governance Effectiveness Plan to ensure continuous improvement.

The Chair of Home Group Scotland also sits as a member of both the Group Board and the Governance and People Committee providing Scottish context to decision making and oversight ensuring Board discussions reflect the breadth of the Group’s operations. For similar reasons, other Home Group Scotland Board members sit on Group committees such as the Audit and Risk Committee, the Development Committee and the Group Safety Governance Committee.

Although the Home Group Limited (HGL) Board has overall responsibility for risk management across the Group, the Home Group Scotland (HGS) Board is required to ensure any risks associated with delivery of the operating model in Scotland are identified and effectively managed. We recently introduced a separate strategic risk register for Home Group Scotland.



Meat Market, Glasgow

Managing ESG risk

Home Group defines risk as an event which could disrupt the delivery of our day-to-day activities including successfully achieving the strategic objectives of our corporate strategy.

To provide a consistent approach across the Group, we have created a dedicated framework which ensures that risk management is at the heart of our decision making and explains how our approach contributes to a positive risk management culture.

Our risk management framework is refreshed every two years and includes the Group’s risk appetite statement, which is set by the Board. The statement details the level of risk that the Board is willing to accept in relation to specific risk categories. In order to reflect the complexity and range of risks facing the social housing sector, our risk appetite statement is refreshed more regularly, on an annual basis, to maximise the Group’s resilience.

Each risk’s residual score (the score allocated once controls have been introduced) is considered in association with the appetite allocated to the risk category. This allows us to determine whether the risk is sitting inside or is exceeding the Group’s appetite. When a risk is exceeding appetite further mitigation measures may be introduced to control the risk further.

In addition, we adhere to a ‘three lines of defence model’ to provide assurance that controls are appropriate and are operating effectively. The Group’s strategic risk register highlights the three lines of defence for each risk, providing our Audit and Risk Committee (ARC) with an opportunity to request further assurance via additional enhanced lines of defence or deep dives.

ESG risks feature within Home Group’s strategic risk register, as seen in the table below. It should be noted that our strategic risks could align with more than one category.

Controls and actions are in place to manage strategic risks which are reviewed on a regular basis. HGS’s Strategic Risk Register contains risks which are managed by a combination of controls either overseen centrally by the Group or controls specific to the operating environment in Scotland.

The HGL Board has overall responsibility for risk management across Home Group, with HGS identifying and mitigating risks specific to Scotland. Both boards are supported by the ARC who provides assurance that risk is being effectively managed. Risk papers are regularly reviewed by other committees to provide assurance that risks associated with their specialist areas such as health and safety, development and people are also being effectively managed.

Environmental risks	Social risks	Governance risks
Failure to manage and maintain existing housing stock in line with customer expectations and regulatory requirements	Resident, colleague or contractor safety compromised by failure to comply with health and safety and safeguarding requirements	Lack of available cash causes a pause to investment, resulting in an inability to meet our strategic ambitions
	Failure to proactively respond to an ageing housing stock profile leads to unviable, obsolete properties that fail to meet expectations	Gaps in resource, competency, accountability or customer insight leads to a failure to deliver good customer experience
	Failure to deliver a viable development investment programme that meets the needs of customers now and in the future	Being the target of a cyber attack which takes our systems offline preventing us from providing basic customer service for a period of time
	Failure to provide viable supported housing services that meet regulatory requirements and the needs of our customers	Fragmented data, undocumented processes and poor record keeping meaning we cannot readily rely on or trust our data, leading to performance issues and poor decision making
		Our culture, skills and leadership fail to support us to deliver our organisational priorities

Board and trustees

As a National Equality Standard (NES) accredited organisation, we are fully committed to embedding equity, diversity, inclusion and belonging (EDI&B) into the recruitment and selection of Board members and senior leadership. Overall, EDI&B is deeply embedded in our approach to recruitment at all levels, including our Board, executive team and senior management team.

There are 11 members of Home Group Scotland Board of which 9 (82%) are non-executive directors, with two of those being Home Group Scotland customers. The remaining posts are two executive directors of the group (the Chief Executive and Chief Financial Officer). The roles of the Chair and Chief Executive are held by two different people. The Chair sits on the Home Group Board.

The average length of service of our current Home Group Scotland non-executive Board members is 5.0 years. Two of our Home Group Scotland non-executive Board members (19%) and two of our group executive team (35%) left in the last two years.

Board and executive team members are required to complete an annual declaration of interests and to inform



Liberton Grange, Edinburgh



the group of any changes to their interests during the year. Declarations of interest are published on our website and included in papers for each Board meeting. Conflicts of interest are a standing agenda item at the start of every Board meeting and are managed in accordance with our code of conduct and policy on managing conflicts of interest.

The Board ensures it receives input from a diverse range of people, including customers and colleagues, making sure these key stakeholder voices are heard at Board level. In addition to having two customers as Board Members, the Board receives reports on customer complaints and lessons learned as well as papers on customer feedback and how it is responded to. Similarly, the Board receives reports on our colleagues including reports on colleague wellbeing and updates on the People Plan.

Under our group governance arrangements, the Home Group Board committees extends to Home Group Scotland. To ensure the committees have insight into the Scottish regulatory framework and strategic needs, the committee terms of reference provide for a member of the Home Group Scotland Board to sit on the committee. This last year, Home Group Scotland Board members sat



on the Governance and People Committee, the Audit and Risk Committee, the Group Safety Governance Committee and the Development Committee. Additionally, a Home Group Scotland customer was appointed to the newly created Customer Committee.

Succession planning is discussed at every meeting of our Governance and People Committee, and a Home Group Scotland Board skills matrix is used to inform recruitment decisions. In the last year, the Governance and People Committee supported the recruitment and selection of four new Board members including the Home Group Scotland Chair designate.

Our Group-wide Audit and Risk Committee consists of 3 non-executive directors and an independent committee member. Three members of our Audit and Risk Committee have recent and relevant financial experience and are qualified accountants. One member of the Audit and Risk Committee is also a Board member of Home Group Scotland. The Home Group Scotland Board receives reports allowing it to have assurance that Scottish specific risks and internal controls are effectively managed.

The Home Group Scotland Board annually assess its own effectiveness and regularly evaluates its skill set.

A governance review is carried out annually by the Board to measure compliance with the Scottish Housing Regulator's governance and financial management standards. Enhancement activity is identified and a Governance Effectiveness Action Plan agreed by the Board.

Our last external Board and committee effectiveness review both as a group and for Home Group Scotland took place in 2024/25 and the outcome was reported to the Home Group Scotland Board in August 2025.

The review confirmed "Home Group Scotland is a well governed and well-run organisation, supported by fit for purpose governance arrangements. Home Group Scotland's well informed, skilled, and invested Board members are supported by a knowledgeable and competent leadership team. In addition, there are well structured and comprehensive monitoring and assurance mechanisms in place". Nonetheless, actions were identified to enhance governance practice and included in the Governance Effectiveness Action Plan with progress against the actions regularly monitored by the Board.

Our external audit partner, Deloitte, were appointed in 2020 and carried out their sixth audit of the accounts for the year ended 31 March 2026.

The non-executive Board membership is comprised of:

55%
Women

9%
BAME

0%
have a
disability

56
years -
average age
of Board

5.0
years - average
tenure
of Board

Employees

This theme seeks to assess how staff at the provider are supported and how their wellbeing is considered.

Here at Home Group Scotland, our values are to be accountable, energised, commercial and caring. They drive our organisation and we work hard to embed them across everything we do. To ensure colleagues are best placed to live our values, we have a wide range of support in place to help.

Group wide pay data

All colleagues, including those working in Scotland, are employed by Home Group. As a result, colleague data below represents the entire Group.

Home Group is committed to paying the real living wage.

Gender

Our gender pay gap analysis shows a mean gap of 8.4% and a median gap of 8.0%. While the median gap has decreased and remains below the UK median average of 12.8%, the mean gap has increased slightly from last year driven by some changes in gender representation in the upper quartile.

Our median pay gap remains below the prior year, reflecting longer term progress alongside the continuing need to focus on improving representation.

Ethnicity

Our ethnicity pay gap analysis shows a reduction in our mean ethnicity pay gap, down from 18.2% to 15.5%, while our median gap has fallen to 9.1%. However, we know that ethnicity gaps remain higher among some colleague groups, particularly Black colleagues.

We remain firmly committed to better understanding the disparities in this area, so that we can target our interventions effectively. We want to support colleagues to increase declaration rates, including around 6% of colleagues who haven't yet shared their ethnicity information with us.

The CEO: worker pay

The CEO: worker pay ratio follows the BEIS Option A methodology which shows ranking from low to high, identifying those employees in the 25th, 50th and 75th percentiles. Remuneration includes FTE earnings, bonus and employer pension contributions. Any organisation-wide bonuses are determined by our colleague forum without management involvement.

The pay ratios have reduced compared to the previous year, especially against the 25th percentile where we see significant impact on colleague salaries, driven by the direct and indirect impact of the increase in real living wage.



Gender pay gap 2026	
Home Group:	
Mean	8.4%
Median	8.0%
Office of National Statistics (ONS) Median	12.8%

Ethnicity pay gap 2026	
Home Group:	
Mean	15.5%
Median	9.1%

CEO: worker ratio 2026	
Home Group:	
25th percentile pay ratio	11.7 : 1
Median pay ratio	10.0 : 1
75th percentile pay ratio	5.5 : 1



Staff wellbeing

We were named in the UK’s Best Workplaces for a 10th consecutive year in March 2026, with the recognition decided based on an audit of Home Group’s workplace culture and direct feedback from staff through the Great Place to Work survey.

We have also placed in the top organisations on a number of categories; Best UK Workplace for Women, for Development, and among the best charitable organisations.

Great Place to Work results (super large category):

- UK’s best workplace – 17th
- UK’s best workplace for development – 21st
- UK’s best workplace for women – 8th
- UK’s best workplace for wellbeing – 29th



Providing effective support and a positive workplace culture for all colleagues is about more than just awards and salaries alone. At Home Group, we support the physical and mental health of colleagues through a refreshed wellbeing plan built around four pillars: mental and emotional health, physical wellbeing, financial wellbeing and organisational wellbeing.

This is supported by a broad wellbeing offer including a wellbeing hub, flexible working, occupational health, mental health first aiders, colleague networks, peer support groups, self-help resources, wellbeing planning tools, a health cash plan and wider financial support.

Over the past year, Home Group strengthened governance and refreshed support resources with an enhanced clinical support hub, simplified wellbeing guides which improved the visibility of support routes, and worked across teams to strengthen psychological safety, respectful workplaces and harassment prevention.

Sickness absence remains in line with or below benchmarks, while mental health remains the leading cause of absence, informing the organisation’s focus over the next 12 months on prevention, early intervention, stress support and targeted action for colleague groups such as lone workers, night workers or trades colleagues where needs may differ.

Equity, diversity, inclusion and belonging (EDIB)

Our equity, diversity, inclusion and belonging (EDIB) steering group shapes our governance and oversight, helping to coordinate and monitor progress against our colleague commitments and wider EDIB priorities alongside colleague input from across Home Group.

Over the last year, we strengthened our inclusion work through improved governance, refreshed allyship agreements, better visibility of colleague networks and support routes, and targeted engagement activity to better understand lived experience and shape action.

Inclusive recruitment and progression remain a key focus across our organisation. Our recruitment and resourcing approach is designed to promote equality of opportunity and is supported by fair and objective selection processes, bias-aware training for our hiring managers, disability confident commitments and targeted action to improve representation in senior roles, including use of the Rooney Rule approach for multicultural candidates and women in senior appointments.

Professional development

Employing and retaining the right people is essential, but we also have a duty to help them develop and grow professionally within their roles and careers with Home Group.

Alongside learning and training, we offer coaching and mentoring support, providing opportunities for one-to-one coaching from colleagues.

In 2025/26, we invested in external refresher training for all our internal coaches and also external coaching training for our contact centre managers to support with driving performance.

We also provide a wide range of digital learning resources for self-directed learning, having newly revamped these tools to better empower colleagues.

Over the last year, we have also invested heavily in our leadership capability, running a development programme for our directors and Heads of Service.

The impacts from this work have been very positive, with a 100% completion rate, three positive career move

progressions and colleague feedback on our leadership through our Great Place to Work survey recorded at 74% positive.

Across Home Group, we also see significant benefit in expanding and strengthening the variety of routes into and to progress within our organisation and sector, with apprenticeships being one of the key ways we can influence this.

We have apprenticeship opportunities available to enable colleagues to gain professional qualifications relevant to their roles. As of 31 March 2026, we had 83 colleagues actively working towards an apprenticeship.

Career progression within the organisation is also supported through our 'Grow our Own' programme. This programme supports internal talent pipelines and progression of existing colleagues where this fits with their aspirations and the needs of the business.





Scotland

Building homes, independence and aspirations



www.homegroup.org.uk

Home Group Scotland
Co-operative and Community Benefit Societies Act 2014 No: SP1935RS
Scottish Housing Regulator Registered No: HAL90
Scottish Charity No: SC005247

Please contact the customer service centre if you would like this report
in Braille, audio or large-print.